

# ***Headquarters U.S. Air Force***

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***Integrity - Service - Excellence***



**Civil Engineer  
Civilian Force  
Development**

May 2005

Ms Kathleen Ferguson

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# CE Civilian Force Development

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- Goal: Deliberate, connected, career-oriented development to enable the civilian element of Total Force Development to maximize their potential, achieve personal goals, and accomplish the CE mission
- **Civilian Force Development provides...**
  - *Clearly stated goals* **for development - Career Templates/Pyramid/Professional Credentials**
  - *Improved assessment* **of individuals via Career Development Plans and Force Development Panels**
  - *Connected development* **over the course of a career**
  - *Holistic leadership development* **through all levels (tactical, operational, strategic)**
  - *Compatible with Officer Force Development* - **enables Total Force Management**



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# ***Executive Review Board Development Panel Guidance***

- **Focus on the “officer equivalent” first**
  - **“Enlisted equivalent”, general workforce to follow**
- **Keep sights focused on bringing civilian and military Force Development together - even if we don’t get there immediately**
- **Civilian Force Development needs to account for everyone (i.e. not in a career program)**
- **Concentrate on competencies**



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# **Leadership Requirements**

## **(Enduring Competencies/Business Skills)**

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### **Enduring Competencies**

#### Personal Leadership

- **Exercising sound judgment**
- **Adapting**
- **Inspiring Trust**
- **Leading Courageously**
- **Demonstrating Tenacity**
- **Leading by Example**
- **Assessing Self**

#### Leading People/Teams

- **Inspiring/Empowering & Exercising Authority**
- **Influencing and Negotiating**
- **Attracting, Developing and Retaining Talent**
- **Fostering Teamwork and Collaboration**
- **Building Relationships**
- **Fostering Effective Communication**
- **Mentoring**

#### Leading the Institution

- **Commanding**
- **Creating and Demonstrating Vision**
- **Shaping Strategy**
- **Translating Strategy**
- **Driving Transformation**
- **Thinking/Working Across Boundaries**
- **Applying Resource Stewardship**
- **Driving Execution**
- **Driving Continuous Improvement**

### **Business Skills**

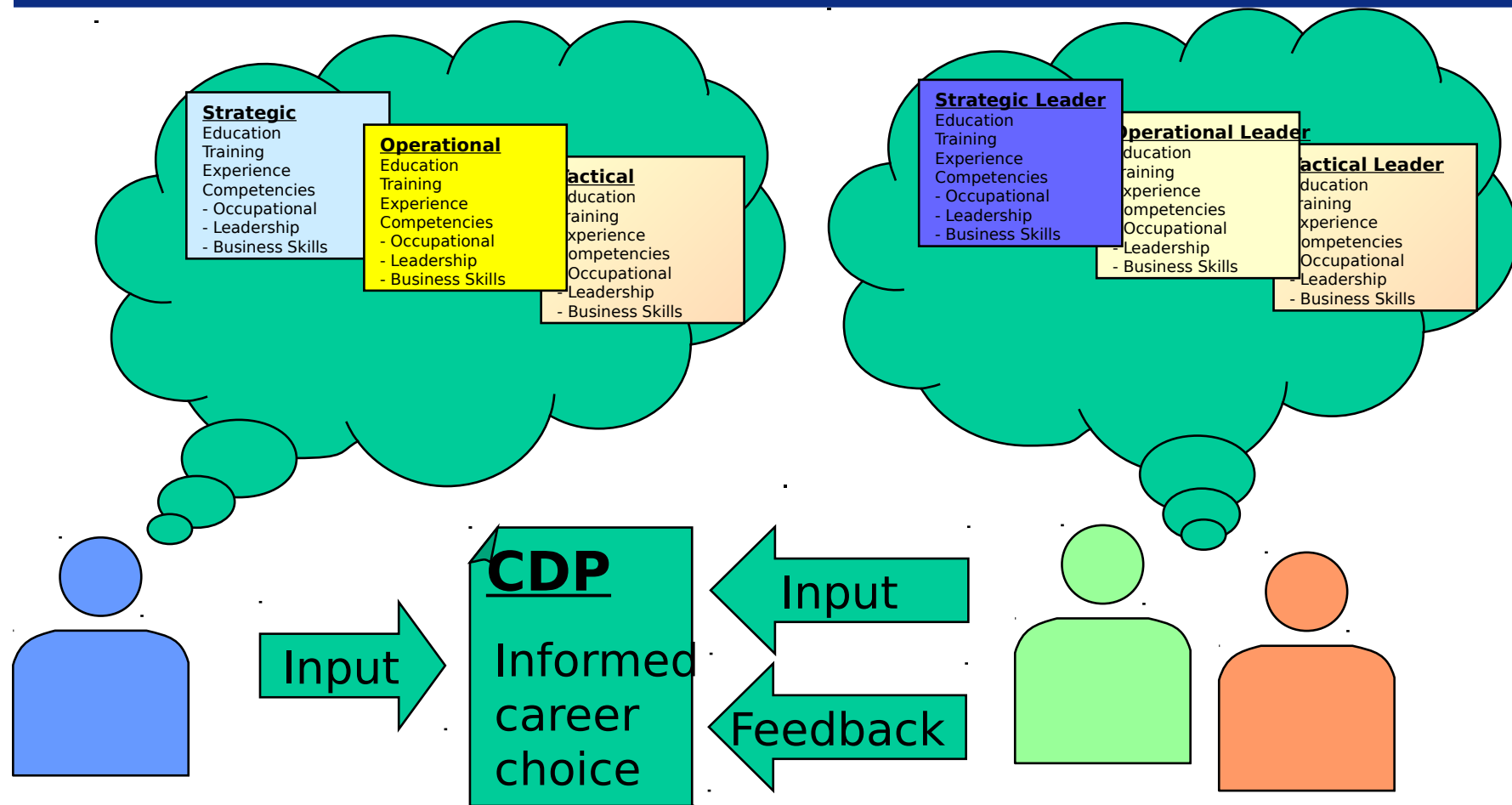
- **Personnel Management**
- **Financial Management**
- **Integrating Information Technology**
- **Systems Integration**



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# The Development Process

## The Career Development Plan (CDP)



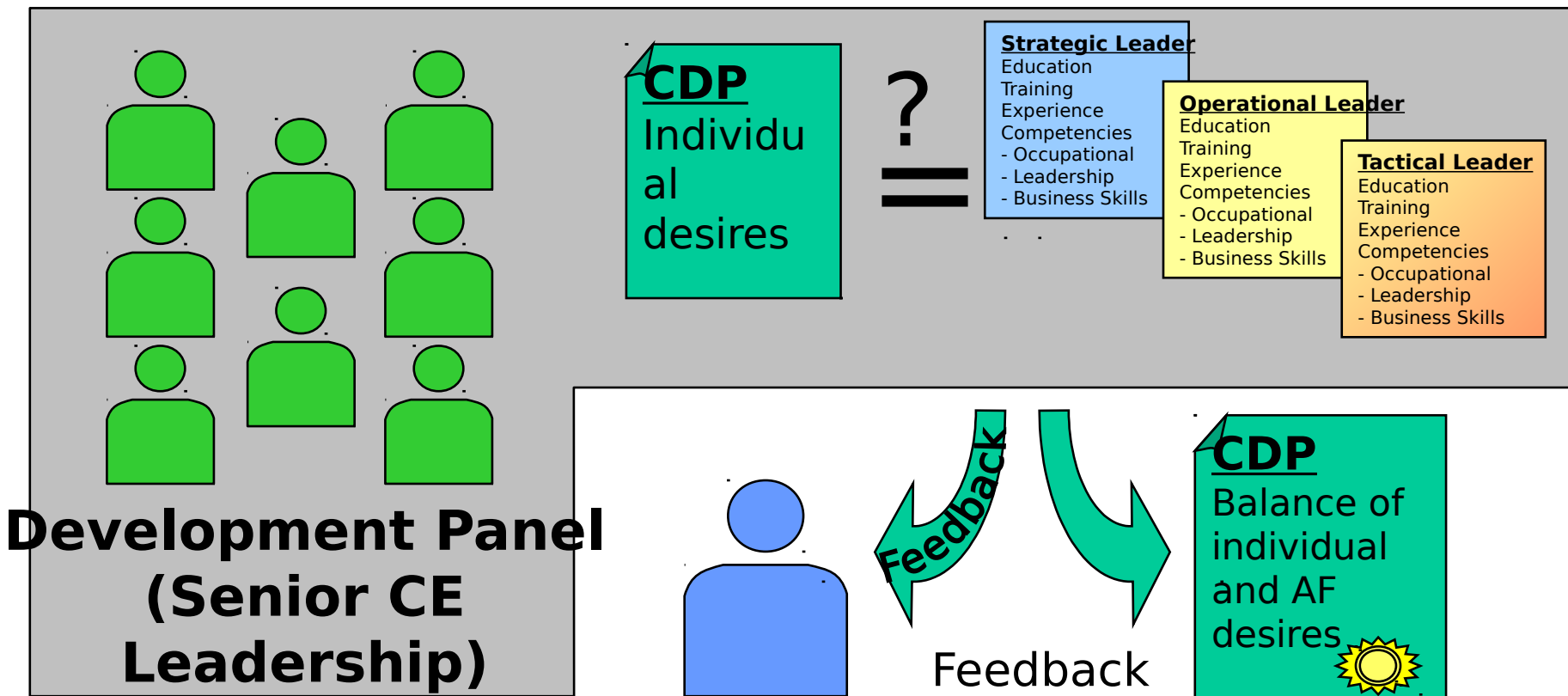
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# The Development Process

## The Development Team



Force Development Panel reviews/validates  
Result: Feedback to individual, validated CDF

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# ***Career Development Plan (CDP) Process***

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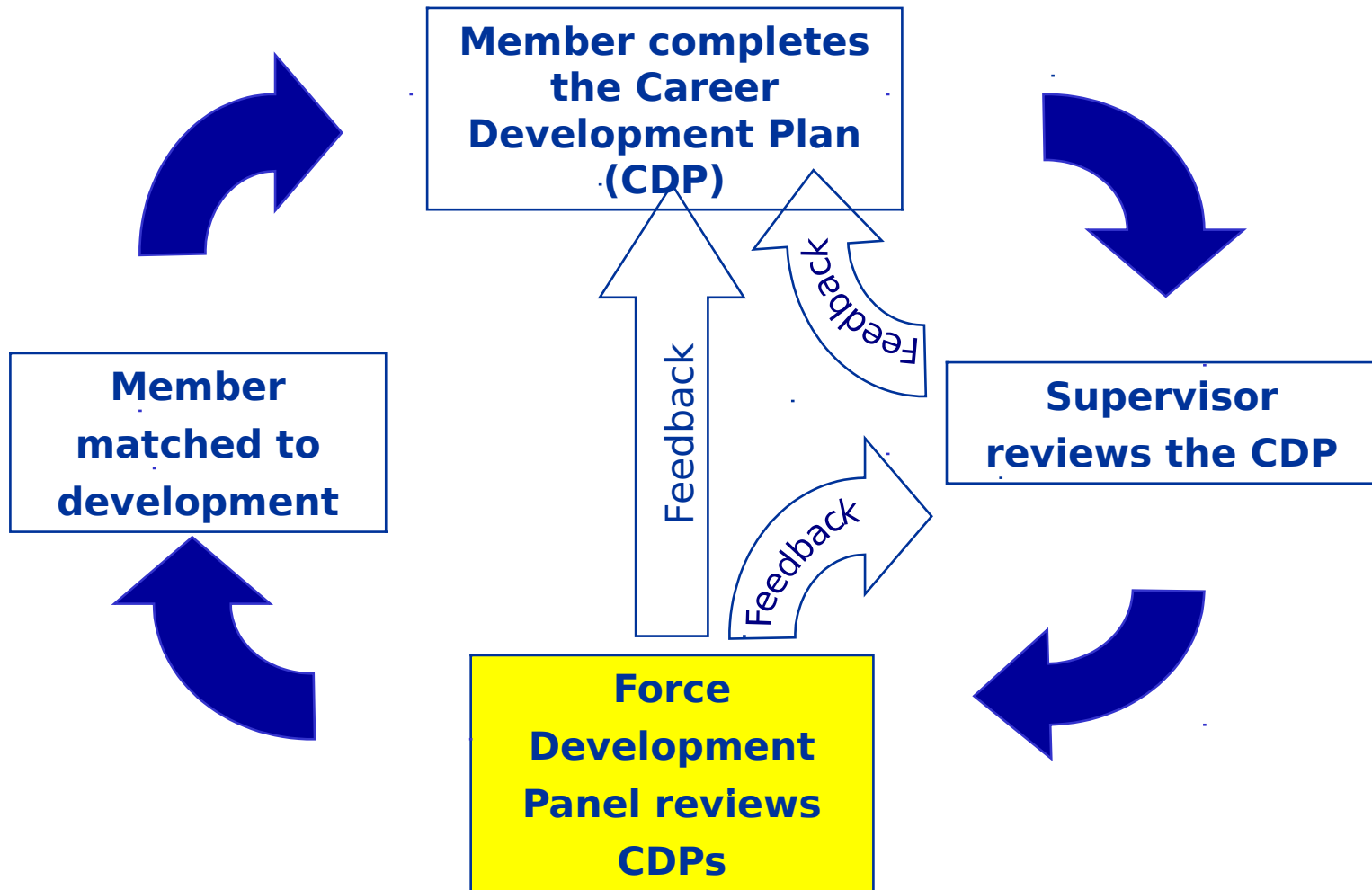
- Individuals educated on career options
- “Heads-Up Display”
- Individual career choice
  - Mentors involved
- Supervisor review
- Force Development Panel review
  - Validates CDP
  - Makes recommendations for education/training/experience





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# ***Force Development Development Plan/Development Team Process***



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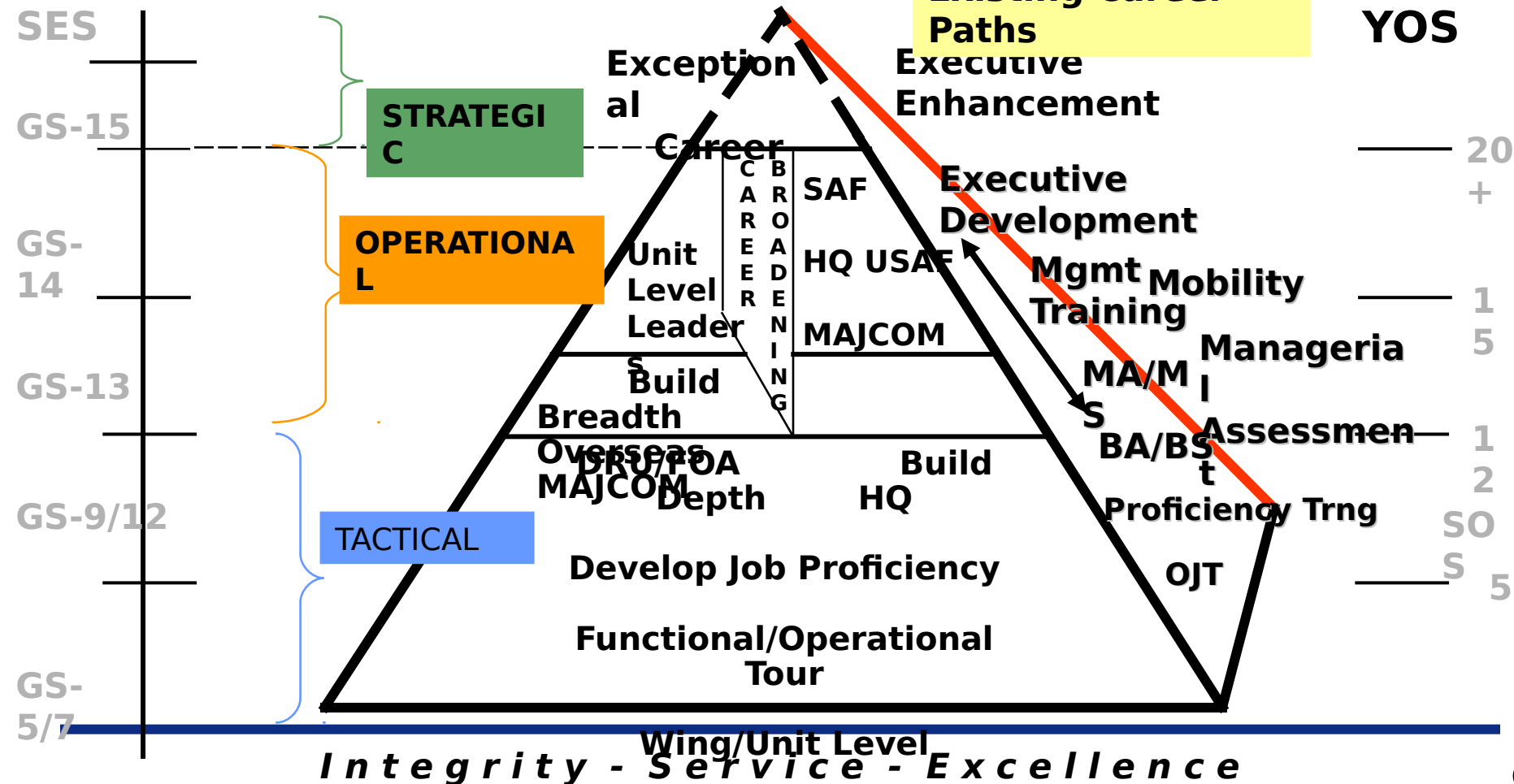
# Career Development Path

## Civilian Career Development Path

GRADE

PME

/  
YOS





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# ***The Development Team Board***

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- **Reviewed Each Individual Career Brief**
- **Reviewed Each Individual Career Development Plan**
- **Documented recommendations:**
  - **Made notes in the database concerning each employee**
  - **Discussed recommendations with other board members**
  - **Goal - Provide accurate feedback**



# Selecting a Review Category

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- **Ready:** Ready now to assume greater responsibility in a more challenging position at the same grade or a grade higher than they currently hold.
- **Groom:** Demonstrated growth potential (member would benefit by an assignment in a related specialty or different organizational level); ready now for new developmental opportunities.
- **On track:** Complete current assignment at agreed length; but demonstrates growth potential and readiness for a developmental position or greater responsibility in the near future.
- **Current Assignment:** Stay in current assignment (required for specific expertise or announced retirement, etc.)



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# *Selecting a Vector*

- The board considered:
  - **Needs of the Air Force**
  - **Supervisor/Policy Council/MAJOCM CE Comments**
  - **Employee Input**
  - **Employee Growth Potential**
  - **Employee Mobility**
  - **CCDP Opportunities**



# ***Selecting a Vector: GS-15***

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Career Broadener  
AFCESA/REO Director  
AFRPA Division/Branch Chief/Deputy  
Air Staff Division/Branch Chief  
MAJCOM Dep/Base Civil Engineer (DBCE/BCE)  
MAJCOM Division Chief  
Director EM (AFMC Bases Primarily)  
Deputy BCE (Base Level)  
FOA Division/Branch Chief (AFCEE/AFCESA)  
SAF IE  
SES Position  
AFCESA Executive Director  
REO Chief (Atlanta/Dallas/San Francisco)  
Air War College (AWC)  
National War College (NWC)  
Industrial College of the Armed Forces (ICAF)



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# ***Selecting a Vector: GS-15 Cont***

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Leadership Development Program  
RAND Fellows  
Princeton University  
Harvard University  
Stanford University  
Massachusetts Institute of Technology (MIT)  
Air Force Institute of Technology  
The Council for Excellence in Government  
Others



# ***Selecting a Vector: GS-14***

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Deputy/Base Civil Engineer  
Supv Base Flight Chief  
MAJCOM Branch/Division Chief  
FOA/MAJCOM Functionalist  
FOA Branch/Division Chief  
Air Staff Functionalist  
SAF Functionalist  
Career Broadener  
CE Career Program Chief  
Air War College (AWC)  
National War College (NWC)  
Industrial College of the Armed  
Forces (ICAF)

RAND Fellows  
Princeton University  
Harvard University  
Stanford University  
Massachusetts Institute of  
Technology (MIT)  
Air Force Institute of Technology  
The Council for Excellence in  
Government  
Others



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# ***Timeline for Feedback/Future DTs***

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- **13 May: Consolidate comments for CDP web and panel improvements**
  - **3 Jun: Provide feedback to participants, Senior CE Officials and Policy Council reps**
  - **Aug-Sep '05: GS-13 employees complete submission & forward to supervisors**
  - **Sep-Oct '05: Supervisors make comments & forward to PC representative**
  - **Nov '05: DT meets to review submissions**
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